

The Effect of Transformational Leadership, Organizational Commitment, Work Life Balance, Motivation, Social Conditions on the Soldiers Performance of Main Naval Base Navy VII/Kupang, Indonesia

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Abstract: This research aims to: (1) analyze the effect of transformational leadership on the soldiers performance; (2) analyze the effect of organizational commitment on the soldiers performance; (3) analyzing the effect of work life balance on the soldiers performance; (4) analyzing the effect of transformational leadership on the soldiers motivation; (5) analyzing the effect of organizational commitment on the soldiers motivation; (6) analyze the effect of work life balance on the soldiers motivation; (7) analyze the effect of motivation on the soldiers performance; and (8) analyzing social conditions strengthens the relationship of motivation to the soldiers performance. Quantitative study using the application of Structural Equation Modeling (SEM). The sample was determined using purposive sampling technique with the number of research respondents as many as 200 soldiers with officer, non-commissioned and enlisted strata at the Main Naval Base VII/Kupang, Indonesia and the Naval Base of its ranks. The results of the research prove that the soldiers performance is positively and significantly influenced by transformational leadership, organizational commitment, work life balance, social conditions and motivation; social conditions strengthen the relationship of motivation to the soldiers performance. It is recommended for further researchers to examine other variables that affect performance such as servant leadership, job insecurity, and job training in military organizations or private organizations using a mix method approach.

Keywords: Transformational Leadership; Organizational Commitment; Work Life Balance; Motivation; Social Conditions; Performance

I. BACKGROUND

Performance is urgently reviewed because it will show the continuity and development of the organization. Organization members (soldiers) are encouraged to achieve the best performance. Performance problems will always be faced by organizational leaders and therefore the factors that influence the soldiers performance must be studied to be able to take policies so that they can improve the performance of their soldiers (Habibah, 2001). According to Bernardin and

Russell (1993) that performance is the achievement of the results obtained from certain job functions or activities during a certain period of time. Sutermaester (1976) states that individual performance in organizations is influenced by factors that are manifested in a circle known as Sutermaester's Cycle. Referring to Sutermaester's theory, the research conducted examines performance, type of leadership, social condition, and motivation, as well as adding work life balance variables.

Transformational leadership essentially emphasizes that a leader needs to motivate his subordinates to carry out their responsibilities more than they expect (Burns, 2004). Organizational commitment describes how far a person identifies and involves himself in the organization and the desire to remain in the organization (Greenberg and Baron, 1997:190). Porter, Mowday, and Steers (in Luthans, 2006:249) state that organizational commitment is a relative strength of individuals in identifying their involvement in the organization. This attitude is characterized by three things, namely: (1) a strong belief in and acceptance of the values and goals of the organization, (2) a willingness to really try on behalf of the organization, and (3) a strong desire to maintain membership in the organization. Work life balance is a person's ability to balance the demands of his duties with his personal and family interests (Schermerhorn, 2005). Hudson (2005) states that there are several aspects of work life balance, namely: (1) time balance, (2) involvement balance, and (3) satisfaction balance. Motivation is an impulse that exists within a person to carry out an activity in order to achieve something desired. According to Robbins (1996) motivation is a willingness to expend a high level of effort towards organizational goals conditioned by the ability of that effort to meet an individual's needs. Motivation is a desire within a person that causes that person to take action. (Malthis, 2000).

Social conditions are a global and local situation that actually affects performance, namely: Coronavirus Disease (Covid-19) is a disease outbreak that spreads very quickly to people and occurs in almost all countries in the world, covers a very wide range, causing many casualties and crossed international borders (Masrul, et al., 2020). On April 13, 2020, the Indonesian government declared a non-natural disaster spreading of Covid-19 as a national disaster, this decision is stated in Presidential Decree No. 12 of 2020, the decision was followed up with Minister of Health Regulation No. 9 of 2020 regarding the guidelines for Large-Scale Social Restrictions. The implementation of the Large-Scale Social Restrictions includes school holidays, restrictions on religious activities, offices, restrictions on activities in public facilities, socio-culture, modes of transportation, and restrictions on other activities specifically related to defense and security aspects. In July 2018 an earthquake occurred on Lombok Island, Nusa Tenggara Barat Province, damaging soldiers' housing and the Mataram Naval Base headquarters. In early March 2021, the province of Nusa Tenggara Timur was hit by hurricane named Seroja, damaging soldiers' housing and the Main Naval Base Navy VII headquarters. Indications of problems that arose were: (1) soldiers experienced obstacles in carrying out their main tasks during the Covid-19 pandemic, (2) during the earthquake and hurricane, the concentration of soldiers was divided, on the one hand soldiers were ordered to go to the field of operation to carry out tasks in forms of military operations other than war on the other hand they are also affected by the same.

Based on the description, the research problem is formulated as follows:

1. Does transformational leadership have a positive and significant effect on the soldiers performance?
2. Does organizational commitment have a positive and significant effect on the soldiers performance?
3. Does work life balance have a positive and significant effect on the soldiers performance?
4. Does transformational leadership have a positive and significant effect on the soldiers motivation?
5. Does organizational commitment have a positive and significant effect on the soldiers motivation?
6. Does work life balance have a positive and significant effect on the soldiers motivation?
7. Does motivation have a positive and significant effect on the soldiers performance?
8. Do social conditions strengthen the relationship of motivation to the soldiers performance?

The research objectives are to:

1. Analyzing the effect of transformational leadership on the soldiers performance.
2. Analyzing the effect of organizational commitment on the soldiers performance.
3. Analyzing the effect of work life balance on the soldiers performance
4. Analyzing the effect of transformational leadership on the soldiers motivation.

5. Analyzing the effect of organizational commitment on the soldiers motivation.
6. Analyzing the effect of work life balance on the soldier motivation.
7. Analyzing the effect of motivation on the soldier performance.
8. Analyzing social conditions strengthens the relationship between motivation and the soldier performance.

II. LITERATURE REVIEW AND HYPOTHESIS

Transformational leadership is a leader who is able to change the behavior of his subordinates into someone who feels capable and highly motivated and strives to achieve high and quality work performance (Bass and Avolio, 1995). Followers feel trust, admiration, loyalty, and respect and are motivated to do more than was initially expected of them. According to Yukl (2009:315) transformational leadership calls for moral values from followers in its efforts to increase their awareness of ethical issues and to mobilize their energy and resources to reform institutions. Transformational leaders make followers more aware of the importance and value of work and persuade followers not to prioritize personal interests over organizational interests. According to Bass and Avolio (1998) transformational leadership is able to create a vision and an environment that makes the satisfaction of subordinates to achieve beyond expectations. Subordinates feel trust, admiration, loyalty and respect for their leaders so they try to do more than what is expected of them. The dimensions of transformational leadership according to Robbins and Judge (2013: 382), Bass (1985) consist of; (1) idealized influence, (2) inspirational motivation, (3) intellectual stimulation, and (4) individualized consideration.

Organizational commitment is an attitude that reflects one's loyalty to the organization and the process by which personnel in the institution express their concern for the organization and its success and continuous progress (Luthans, 2006:249). Allen and Meyer (1991) divide organizational commitment into three dimensions; (1) affective commitment, (2) continuance commitment, and (3) normative commitment.

Work life balance is a balance between work and life where a person is tied in a balanced way between work responsibilities and responsibilities in family development or in daily life (Greenhaus, et al., 2003:513). Fisher, et al (2009) argues that work life balance is an effort made by a person to balance two or more roles that are undertaken. Work life balance according to Fisher, et al, (2009) has four forming dimensions, namely; (1) work interference personal of life, (2) personal life interference of work, (3) personal life enhancement of work, and (4) work enhancement of personal life.

Motivation is a process that describes the strength, direction and persistence of an individual to achieve goals (Robbins and Judge, 2008). Motivation refers to the desire and effort to satisfy a need or goal. There are two types of motivation, namely intrinsic motivation and extrinsic

motivation (Armstrong, 2009). Intrinsic motivation is a factor that influences behavior that is caused by oneself, not caused by external factors. According to Deci and Ryan (1985), intrinsic motivation is based on the need for ability and self-determination. Job or role design can increase intrinsic motivation.

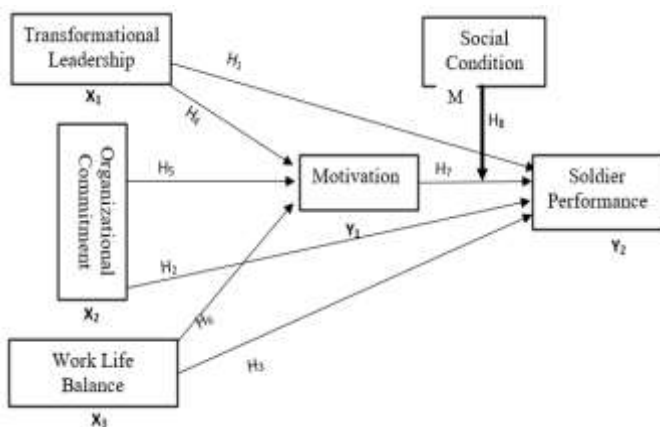
Social conditions are defined as a condition or situation that exists in certain communities and at certain times. Disaster is an event or series of events that threaten and disrupt people's lives or livelihoods caused by either natural or non-natural factors and human factors, resulting in human casualties, environmental damage, property losses and psychological impacts. Disasters are categorized into three things as follows: (1) natural disasters are disasters caused by events caused by natural factors such as earthquakes, tsunamis, floods, storms and others, (2) non-natural disasters are disasters caused by events that caused by non-natural factors such as pandemics and disease outbreaks, technological failures, and (3) social disasters are disasters caused by events caused by human behavior factors such as riots, demonstrations, conflicts and others. Discussing social conditions, it is closely related to Waber's Theory of Social Action (1949). According to Weber, an individual or human action is considered a form of social action when the action is directed at others as long as the action has a subjective meaning or meaning for itself and is directed at others. Weber divides social conditions into four dimensions, namely: (1) instrumental rationality, (2) value rationality, (3) affective rationality, and (4) traditional rationality.

Performance according to Robbins (1996) is the result of an evaluation of the work done by a person compared to predetermined criteria. Performance is the level of success in carrying out tasks and the ability to achieve the goals that have been set (Gibson, Ivancevich and Donelly, 1997:118).

Conceptual framework

The conceptual framework of this research was developed to explain that transformational leadership, organizational commitment, work life balance, motivation and social conditions that affect to the soldiers performance are as follows:

Figure 1. Conceptual Framework



Hypothesis:

- H1: Transformational leadership has a positive and significant effect on the soldiers performance.
- H2: Organizational commitment has a positive and significant effect on the soldiers performance.
- H3: Work life balance has a positive and significant effect on the soldiers performance.
- H4: Transformational leadership has a positive and significant effect on soldiers motivation.
- H5: Organizational commitment has a positive and significant effect on soldiers motivation.
- H6: Work life balance has a positive and significant effect on soldiers motivation.
- H7: Motivation has a positive and significant effect on the soldiers performance.
- H8: Social conditions strengthen the relationship of motivation to the soldiers performance.

III. RESEARCH METHODS

This research used a quantitative method in which data was collected by distributing questionnaires to the soldiers of the Main Naval Base Navy VII in Kupang, Nusa Tenggara Timur province, and the Naval Base of its ranks namely; Pulau Rote Naval Base, Maumere Naval Base, in Nusa Tenggara Timur Province, and Mataram Naval Base, in Nusa Tenggara Barat Province as well as the research location. The sample consisted of 200 officers, non-commissioned officers and enlisted soldiers with a distribution of 70:70:60 from a population of 400 consisting of officers, non-commissioned officers, and military personnel from Main Naval Base VII as many as 268 soldiers, Maumere Naval Base 41 soldiers, Pulau Rote Naval Base 30 soldiers, and Mataram Naval Base 61 soldiers. The researched used a purposive sampling technique by taking into account certain characteristics, namely: (1) active soldiers who have a service period of more than five years and a minimum service period of three years in the organization, (2) the lowest education is senior high school, (3) serves as a unit commander, head of work unit, and staff. Data analysis for hypothesis testing using structural equation modeling (SEM).

IV. RESULTS OF ANALYSIS AND DISCUSSION

The results of the analysis of the effect of transformational leadership, organizational commitment, and work life on performance; the effect of transformational leadership, organizational commitment, and work life balance on motivation, the effect of motivation on performance, and the effect of social conditions in relation to motivation on performance are presented in the following table.

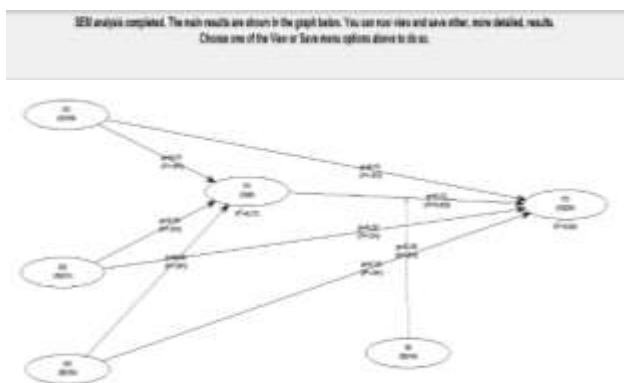
Table 1. Results of Hypothesis Testing Analysis

| Testing the Direct Effect of | | | | | |
|------------------------------|---|--------------|-------------------------|---------|---------------------------------|
| H | Relationship between Variables (Explanatory Variables Response Variables) | | Coef.Path Direct Effect | p-value | Description |
| 1 | Transformational Leadership | Performance | 0.171 | 0.007 | Significant |
| 2 | Organizational Commitment | Performance | 0.316 | <0.001 | Significant |
| 3 | Work Life Balance | Performance | 0.346 | <0.001 | Significant |
| 4 | Transformational Leadership | Motivational | 0.169 | 0.007 | Significant |
| 5 | Organizational Commitment | Motivation | 0.161 | 0.010 | Significant |
| 6 | Work Life Balance | Motivation | 0.579 | <0.001 | Significant |
| 7 | Motivation | Performance | 0.127 | 0.034 | Significant |
| 8 | Interaction M*Y1 (Social condition* Motivation) | Performance | 0.196 | 0.002 | Significant-moderation variable |

Source: Results of data analysis using SEM, 2022

The results of the path analysis of the effect of transformational leadership, organizational commitment and work life balance on performance with social conditions as moderation are presented in the following figure.

Figure 2. Results of Research Path Analysis



Transformational leadership has a positive and significant effect on the soldiers performance. The direct effect of transformational leadership on the soldiers performance resulted in a path coefficient of 0.171 with a p-value of 0.007. This effect is very statistically significant with a positive sign which means that increasing the transformational leadership will increase the soldiers performance. The effect of transformational leadership on the soldiers performance of Main Naval Base Navy VII and the Naval Base of its ranks are proven by statistical empirical data showing a positive and significant path coefficient. The positive and significant path coefficient means that if transformational leadership is managed better, it will improve the soldiers performance. The results of this research are consistent with research conducted by Osman, et al., (2014), Kasemaa, (2015), Shon, (2015), Wicaksono, et al., (2018), Joko, et al., (2020), and Khan, et al., (2020) proved that the transformational leadership has a positive and significant effect on the soldiers performance. The results of this research are also in line with the theory of Robbins (2010:263) which says that if the leader succeeds in influencing his subordinates with his vision, creating new ideas, motivating and being an inspiration, stimulating intellectually, creatively, and appreciating his subordinates, it is certain that soldiers will work well, earnestly and loyally to the organization so that its performance increases. Likewise, the opinion of Hasibuan (2009) which states that a person's performance is influenced by the attitude of the leader in his leadership. However, the results of this research contradict the research conducted by; Kharis, (2015), Agung, (2017), and Hairudinor, (2020) which state that transformational leadership does not have a positive and significant effect on performance.

Organizational commitment has a positive and significant effect on the soldiers performance. The direct effect of organizational commitment on the soldiers performance produces a path coefficient of 0.316 with p-value <0.001. This effect is very statistically significant with a positive sign which means that increasing organizational commitment will increase the soldiers performance. The effect of organizational commitment on the soldiers performance of Main Naval Base Navy VII and the Naval Base of its ranks are proven by statistical empirical data showing a positive and significant path coefficient. A positive path coefficient means that organizational commitment is a strong belief in and acceptance of the goals and values of the organization, a willingness to direct on behalf of the organization and a strong desire to remain in the organization. The results of this research are consistent with research conducted by Alvinus, et al., (2017), and Inderjit, et al., (2018) which found that there was a positive and significant effect of organizational commitment on soldier performance. However, the results of this research contradict the research conducted by Srimulyani, et al., (2017) which found that continuance commitment and normative commitment have a negative effect on performance. The findings of the research

stated that there were employees who were old and tired of thinking so they were no longer excited to work.

Work life balance has a positive and significant effect on the soldiers performance. The direct effect of work life balance on the soldiers performance produces a path coefficient of 0.346. with p-value <0.001. This effect is very statistically significant with a positive sign which means that an increase in work life balance will increase the soldiers performance. The effect of work life balance on the soldiers performance of Main Naval Base Navy VII and the Naval Base of its ranks are proven by statistical empirical data showing a positive and significant path coefficient. The results of this research are consistent with research conducted by Sharma, et al., (2020), Ahmed et al., (2018), and Haider, (2018) which found that work life balance has a positive and significant effect on soldiers performance. However, this research contradicts the results of research conducted by Adam, (2020) which found that work life balance does not directly affect to employee performance. Research findings state that employee often work overtime so they do not have time with family, and make families feel that they do not have time to spend together, and many employees do not have time to share their hobbies or personal lives.

Transformational leadership has a positive and significant effect on the soldier motivation. The direct effect of transformational leadership on soldiers motivation resulted in a path coefficient of 0.169 with a p-value of 0.007. This effect is very statistically significant with a positive sign which means that increasing the transformational leadership will increase the soldiers motivation. The effect of transformational leadership on the soldiers motivation of Main Naval Base VII and the Naval Base of its ranks are proven by statistical empirical data showing a positive and significant path coefficient. The positive path coefficient means that transformational leadership, if managed better, will increase the soldiers motivation. The results of this research are consistent with the results of research conducted by Ibrahim, et al., (2021) who found that transformational leadership has a positive effect on motivation. However, this research contradicts the research by Samsuri (2019) which found that the transformational leadership had no significant negative effect on motivation. Research findings related to motivation stated that employees did not feel comfortable working, the rest time provided was not enough, employees' personal needs were not met, and the health of employees was not considered by company leaders so that employees felt dissatisfied, lacked motivation to work.

Organizational commitment has a positive and significant effect on motivation. The direct effect of organizational commitment on the soldiers motivation produces a path coefficient of 0.161 with a p-value of 0.01. This effect is very significant statistically with a positive sign which means that the increase in organizational commitment will increase the soldiers motivation. The effect of organizational commitment on soldiers motivation is proven

by empirical data statistically showing a positive and significant path coefficient. Positive path coefficient means organizational commitment and motivation have a strong effect. The higher the level of motivation, the higher the soldier commitment. Likewise, the lower the level of motivation, the lower the commitment to the organization. The results of this research are consistent with research conducted by Suharyo, et al., (2017), Ahmed, et al., (2019), Heru, et al., (2019), and Aydiner, et al., (2019) who found that organizational commitment had a positive and significant effect on motivation. However, the results of the research contradict the research of Dhea, (2016) which found that organizational commitment has a negative effect on motivation. The research findings state that employees are burdened with very diverse jobs and the completion of the work is not supported by modern equipment according to current developments in science and technology.

Work life balance has a positive and significant effect on motivation. The direct effect of work life balance on the motivation of soldiers produces a path coefficient of 0.579 with p-value <0.001. This effect is very statistically significant with a positive sign which means that an increase in work life balance will increase the soldiers motivation. The effect of work life balance on the soldier motivation of Main Naval Base Navy VII and the Naval Base of its ranks are proven by statistical empirical data showing a positive and significant path coefficient. The positive path coefficient means by paying attention to the work life balance, the organization will create opportunities for its members to make time for their family, friends, and even for themselves. A better level of work life balance will be able to raise the loyalty of organizational members so that organizational members are more motivated to work for the success of the organization. The results of research are consistent with research conducted by Oskarsson, et al., (2021) which found that work life balance has a positive and significant effect on motivation. The better work life balance of a soldier, the higher his motivation to work for the organization. However, this research contradicts the results of Chivers' research, (2017) which found that there was a negative effect of work life balance on motivation. Research findings suggest that the main factor influencing a soldier's career decision to leave the US Army for marriage is not salary or lack of advancement opportunities, but rather the soldier's inability to balance work and family demands.

Motivation has a positive and significant effect on the soldiers performance. The direct effect of motivation on the soldiers performance produces a path coefficient of 0.127 with a p-value of 0.034. This effect is very statistically significant with a positive sign which means that increasing motivation will increase the soldiers performance. The effect of motivation on the soldiers performance of Main Naval Base Navy VII and the Naval Base of its ranks are proven by statistical empirical data showing a positive and significant path coefficient. The path coefficient is positive, meaning that if motivation is improved, it will increase the soldiers

performance. The theoretical implication of this research is the improvement of extrinsic motivation, namely the organization gives rewards, soldiers get praise from superiors, soldiers get praise and respect from colleagues, soldiers are given the opportunity to develop knowledge and skills, organizations provide fair promotion opportunities based on performance or achievements, the organization guarantees security at work, and intrinsic motivation is that soldiers are happy and strive for more achievements, soldiers and rewards are by giving awards to soldiers, as an indicator of soldiers will result in changes to the quality, quantity, time, motivation of soldiers will lead to changes and independence in the soldier performance or in other words, the soldier performance depends on extrinsic and intrinsic motivation as a motivator for the soldiers performance. The results of this research are consistent with research conducted by Bodziany, et al., (2020) and Makhathini, (2018) which found that motivation had a positive effect on soldiers performance. However, this research contradicts the results of Jatmika et al., (2018), which found that motivation had no effect on employee performance at KPP Pratama Surakarta. The research findings state that motivation is reflected in awards and achievements, the workload set by the company is too heavy and employees are not willing to complete it working outside of working hours.

Social conditions strengthen the relationship of motivation to the soldiers performance. Based on the test results presented in table 2, it shows the significance value for the Interaction variable M*Y1 (Social Conditions * Motivation) resulting in a path coefficient of 0.196 with a p-value of 0.002. Social conditions (Covid-19 pandemic, earthquake and Seroja hurricane) strengthen the relationship of motivation to the soldiers performance of Main Naval Base Navy VII and the Naval Base of its ranks as evidenced by empirical data statistically showing a positive and significant path coefficient. The results of this research are consistent with research conducted by Muchlis, (2017) who found that social conditions strengthen the relationship between motivation and performance, but the results of research by Salutondok et al., (2015) found that social conditions did not strengthen the relationship between motivation and employee performance. The findings of the research stated that the conditions of the work or office environment that were less suitable did not affect the employee performance of DPRD Kota Sorong.

Table 2. Conclusions of Analysis

| Y X | Value | According to research/view | Contrary to research/view |
|--------|-------|---|--|
| 1 | 0.171 | Osman, et al., (2014), Kasemaa, (2015), Shon, (2015), Wicaksono, et al., (2018), Joko, et al., (2020), and Khan, et al., (2020) | Khariis, (2015), Agung, (2017), and Hairudinor, (2020) |
| 2 | 0.316 | Alvinus, et al., (2017), and Inderjit, et al., (2018) | Srimulyani, et al., (2017) |
| 3 | 0.346 | Sharma, et al., (2020), Admed, (2018), and Haidar, (2018) | Adam, (2020) |

| | | | |
|---|-------|---|----------------------------|
| 4 | 0.169 | Ibrahim, et al., (2021) | Samsuri, (2019) |
| 5 | 0.161 | Suharyo, et al., (2017), Ahmed, et al., (2019), Heru, et al., (2019), and Aydiner, et al., (2019) | Dhea, (2016) |
| 6 | 0.579 | Oskarsson, et al., (2021) | Chivers, (2017) |
| 7 | 0.127 | Bodziany, et al., (2020) and Makhathini., (2018) | Jatmika, et al., (2018) |
| 8 | 0.196 | Muchlis, (2017) | Salutondok, et al., (2015) |

Source: Results of data analysis using SEM, 2022

V. CONCLUSION

1. The transformational leadership has a positive and significant effect on the soldiers performance, meaning that the increase in the transformational leadership will increase the soldiers performance. In this case the leader is able to direct the soldiers in fulfilling the determination of each soldier to be able to move forward and become better. This indicates that the transformational leadership is a determining factor in the soldiers performance.
2. Organizational commitment has a positive and significant effect on the soldiers performance, meaning that increasing organizational commitment will increase the soldiers performance. This indicates that organizational commitment is a determining factor in the soldiers performance.
3. Work life balance has a positive and significant effect on the soldiers performance, meaning that personal life, habits and professionalism in work greatly affect the soldiers performance. Increased work life balance will increase the soldiers performance. This indicates that the work life balance is a determining factor in the soldiers performance.
4. The transformational leadership has a positive and significant effect on the soldiers motivation, meaning that the increase in the transformational leadership will increase the soldiers motivation. This indicates that the transformational leadership is a determining factor in the soldiers motivation.
5. Organizational commitment has a positive and significant effect on motivation, meaning that loyalty and unlimited devotion must be owned by every soldier. Increasing organizational commitment will increase motivation. This indicates that organizational commitment is a determining factor in the soldiers motivation.
6. Work life balance has a positive and significant effect on motivation, meaning that personal life, habits and professionalism at work greatly affect the soldiers motivation. Increase work life balance will increase the soldiers motivation. This indicates that work life balance is a determining factor for soldiers motivation.
7. Motivation has a positive and significant effect on performance, meaning that increasing motivation will

increase the soldiers performance. This indicates that motivation is a determining factor in the soldiers performance.

8. Social conditions strengthen the relationship between motivation and soldiers performance, meaning that the Covid-19 pandemic, the earthquake in Lombok Nusa Tenggara Barat province and Seroja Hurricane in Nusa Tenggara Timur Province, affect the motivation and soldiers performance. This shows that social conditions can strengthen the relationship between motivation and soldiers performance.

VI. REKOMENDATION

1. For Leaders in Main Naval Base Navy VII and the Naval Base of its ranks

- 1) Apply transformational leadership in influencing subordinates by applying idealism, inspirational motivation, intellectual stimulation, and individual considerations in implementing policies with full awareness of the heart to achieve organizational goals.
- 2) Managing the diversity of soldiers who are multi-ethnic, such as religion, race, gender, culture, in achieving organizational goals.

2. For Soldiers in Main Naval Base Navy VII and the Naval Base of its ranks

- 1) Soldiers obey the leadership and obey all regulations because basically the leadership always pays attention to the welfare of soldiers and their families.
- 2) Soldiers are the best committed to the organization, because with high commitment soldiers can carry out their duties well without being affected by negative things.
- 3) Soldiers to be able to balance their time between work, personal and family life, and minimize violations that can harm their careers and damage the image of Main Naval Base Navy VII.
- 4) Soldiers continue to motivate themselves and improve their performance and give their best to the nation and state in whatever condition is happening.
- 5) Soldiers to understand that the Covid-19 pandemic is not over yet, therefore the implementation of health protocols must continue to be carried out to protect themselves and their families.

3. For further researchers.

- 1) This research can be used as a reference or further research, researchers can add other variables, for example; Servant Leadership, Job Insecurity, Job Training.
- 2) Further researchers can continue the theme of this research either in other military organizations or non-military organizations.

- 3) Further researchers can use qualitative or mix methods in order to get much more comprehensive results.

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